

PRESIDENT'S REPORT TO THE BOARD

March 24, 2020

PRESIDENT'S OFFICE

The period of time since the last report was focused on the university's priorities of the year. Some highlights include the site visits for Universities Canada and the new Human Kinetics degree, the President's Perspective performance for Envisioning 2030, the men's volleyball team winning Provincials, our first Winter Convocation and dealing with the local response to the global pandemic COVID-19. Capilano University continues to thrive and adapt to opportunities and challenges in a manner that we can all feel proud of.

ACADEMIC & PROVOST

In mid-January 2020, plans were finalized for one-time funding from the Ministry of Advanced Education, Skills and Training that will aid toward investing in capital skills training equipment for trades and technology-related programming in the faculties of arts & sciences and fine & applied arts. This is a very valued contribution to the university and contributes to further strengthening our diploma programs in the above-noted areas.

The next step toward our membership application to join Universities Canada has taken place with a successful two-day site visit by the Visiting Committee on January 16 and 17, 2020. During the visit, the group met with various university constituents, namely the executive team, administrators, faculty and staff, students, alumni, librarians, community partners, Board of Governors, and Senate. Following the visit, the Visiting Committee will submit its report to the UC Board (March 2020); the Board will complete its review and make a recommendation (June 2020); the recommendation will be circulated to UC members for consideration (September 2020); and the membership will vote and inform the applicant institution (October 2020).

The search for the next dean for faculty of business and professional studies continues in collaboration with a recruitment firm, PFM Executive Search. In the interim, Dr. Laureen Styles is covering the senior academic leadership in the Faculty.

Provincial connections were further strengthened with the participation of Presidents, Vice Presidents Academic & Provosts, and Finance & Administration at a recent strategic planning session of BC Association of Institutes and Universities (BCAIU). The group reviewed the Ministry's mandate letter, defined priorities, shared feedback, and discussed next steps in collaboration all under the umbrella of BCAIU.

Learning pathways continue to be actively explored through meetings with various constituents including dual credit options (School Districts 44 and 48 in particular), and prior learning assessment approaches.

In recognition of International Women's Day, Ki Wight, Faculty Special Advisor to VPA on Equity, Diversity and Inclusion and Gender Studies hosted special guest, Sophie Merasty, and her niece to share their stories. Sophie, originally from the Denesuline and Woodlands Cree Nations of northern Manitoba, is passionate in addressing important issues of racism, ignorance and misinformation that persist in Canada regarding Indigenous peoples and changing harmful stereotypes and narratives that remain today.

With internal consultation, and building in partnership with Human Resources, and the CARS Office, an inaugural Equity, Diversity and Inclusion Action group has been formed and will launch next month, supported through consultative assistance from the Canadian Center for Diversity and Inclusion (CCDI).

The VPA with the Director, Creative Activity, Research and Scholarship attended the annual meeting of the Western Vice-Presidents Academic and Vice-Presidents Research on March 5-6, 2020 in Victoria. The theme for this year was equity, diversity and inclusion and included several engaging presentations and dialogue. Additional opportunities to focus on access and inclusion came through participation in an academic affairs roundtable with other provosts from BC and western US universities hosted by the Education Advisory Board (EAB).

KÁLAX-AY / SUNSHINE COAST CAMPUS

- » The kálex-ay campus is fully engaged in developing a plan for consistent connection with the local communities for community-responsive programming (e.g., the District of Sechelt discussions about current and future needs for childhood educators, adult basic education programming with the shíshálh nation and how best to partner for strong collaboration). The regional campus remains focused on pathways to degrees that will start at the campus, with a commitment to pursuing potential programming and research opportunities.
- » The Chair for the kálex-ay campus is working closely with CapU's Marketing team to develop an overall marketing plan for the Sunshine Coast, and are well on their way to developing materials for 2020 -21 course offerings. At the forefront is the Capilano Year Experience (CYE), working with the Faculty of Arts & Sciences to offer a suite of flexible, for credit, transferable courses within the theme of "A Year of Self-Discovery".
- » On January 24, 2020, Celebrate Family Literacy Day held two free concerts by Rick Scott for the families of the Sunshine Coast community. A collaboration of the Sunshine Coast Literacy Coalition—partnerships at their best!
- » On November 28, 2019, 26 students from four departments came together to share their voices at the annual Student Voices Forum. Students responded to questions around the services at the campus. Student Voices results are shared out to campus members and the Capilano Student Union.
- » The partnership with The Ruby Lake Lagoon Nature Reserve Society/Pender Harbour Ocean Discovery Station (PODS) has provided an initial opportunity to hire two student research assistants with the support from the CARS Office; the first has been hired from the North American Business Administration program.

FACULTY OF ARTS AND SCIENCES

- » An intensive work weekend moved the new Faculty of Arts and Sciences (FAS) Academic Model (the new FAS brand) into the next phase of implementation. Members from the faculty's Strategic Planning Sub-Committee, degree development leads, and reps from the Office of Academic Initiatives and the Centre for Teaching Excellence were in attendance. The goal was to consolidate the four elements of the Model (Studio Learning, Innovation Enabled, Leadership, and Region-Integrated learning) into a single harmonized understanding of our vision for next-gen pedagogy in university arts and sciences education. Informed by the literature, faculty experience and Vision 2030, the model was applied to degrees currently under development to help reshape them. Degree developers will next re-envision the programs and the architecture needed to allow those programs to fully 'live' the Model.

- » The Capilano Universe Lecture (monthly) series has been steadily growing in popularity and has proven to be a great initiative for highlighting Capilano in the community. This year's series begins in January and will again feature a wide variety of topics from across the university.
- » Three Student Research Assistants surveyed a broad range of demographic groups in our region in order to test the new FAS Academic Model. The goal is to determine which elements of the model are statistically important, to what extent, and to who. This will allow for making confident, data-informed decisions for future directions.

FACULTY OF BUSINESS AND PROFESSIONAL STUDIES

- » The School of Legal Studies introduced two new degree electives in the Fall 2019 Term: LAW 355 - Immigration Law and LAW 322.
- » The School of Legal Studies is developing a new degree option in Legal Studies, creating a new baccalaureate stream focused on graduates who will work in Contracts Management, Labour & Employment, Public Advocacy and Indigenous Governance. Further, the School is undertaking an internal curriculum review to update its existing diploma program and increase content on Indigenous Rights and Governance.
- » A team of business students competed at the BCITMA regional conference. Of the four competitions, our business students achieved two first place standings and one second-place standing.
- » The School of Business is well underway to submit their application for accreditation through the Accreditation Council for Business Schools and Programs (ACBSP). Achieving this international accreditation will be a prestigious recognition of the quality of our business programs. The first part of the application is on-track and will be submitted at the end of February 2020 with the self-study to complete in June 2020. Based on the planned steps, the external review team will be on campus in October 2020 for their site visit with formal notification of the results of the process available in December.
- » A recent article in the Capilano Courier was one of three finalists for a national 2020 John H. McDonald Award for Excellence in student journalism in the diversity reporting category. The piece was written by a student with autism that started as an assignment written for faculty Masa Takei's CMNS 190 and part of the research for the piece was done in CMNS 236. CMNS 190 students pitch their stories to Cap Courier editors and student Brian Tuck's was picked up and intensively edited by Freya Wasteneys, Managing Editor at The Capilano Courier, a Communications student. More details: <https://medium.com/@nash82/jhm-2020-award-finalists-5190fcd8e6e5>
- » Faculty member David Geary's CMNS 131 course, Business Writing Documentary for IIDF Indigenous Students, collaborated with Judy Snaydon's IDEA Design class to work on design ideas for Truth & Reconciliation themed projects. A collaboration class is also planned for later in the semester.
- » David Geary was also the Location Manager/Associate Producer for a documentary in development on Indigenous Leadership that features Chief Bob Joseph and his son Bob Joseph (the best-selling author and President of Indigenous Corporate Training). They both were interviewed at the university along with other Indigenous leaders.
- » Faculty member Kimberley Stewart along with students Israel Lobo Gomez and Brian Tuck presented at the Vancouver Fan Expo on February 17 with the session title 'The Importance of Animation'.
- » Faculty Ki Wight had her visual research project published (direct link: <https://maifeminism.com/becoming-a-blockade/> or journal link: <https://maifeminism.com/issues/issue-5-feminist-pedagogies/>). Additionally, programmers

at the Polygon Gallery are partnering by donating their rental room to Ki Wight's CMNS 295 students this summer term for an event based on the students' summer projects. The curators will also engage with the students on the efficacy of their work, and on their professional communications with the gallery.

- » School of Communications students are undertaking a critical advertising study, and a "subvertising" response, where they will be tasked with re-making visual advertisements with heightened social awareness about the ad's cultural messaging and potential impacts.

FACULTY OF EDUCATION, HEALTH & HUMAN DEVELOPMENT

- » The Education Assistant program has launched new efforts with the North Vancouver School district to meet human resource needs for education assistants on the North Shore through joint recruitment and student funding for the program.
- » The Rehabilitation Assistant diploma program has recently organized a series of on-campus events for employment recruiters to engage directly with students. The effort reflects closer university-health sector collaboration in addressing the current shortage of skilled assistants in BC health authorities.
- » The Adult Basic Education Department has successfully launched two courses at CapU Lonsdale in Spring 2020: self-paced multi-level Math and English. Students traveling from Vancouver to take the courses have expressed strong support for offering other ABE courses in the new location.
- » The Community Development and Outreach Department is participating in a three-year federally funded national research project on "Enhancing Literacy and Essential Skills for Displaced Workers in Canada". Faculty are serving as members of the Canadian National Advisory Committee and as members of the BC Literacy Outreach (BCLO) research team. In addition, they are creating a process to support Research-in-Practice and train the BCLO team to gather data, write, and analyze case studies to reflect the reality of displaced workers in their regions.
- » The EAP Department is finalizing plans for an intensive language and culture course for students from Utsunomiya University, Japan in March at CapU Lonsdale. The course, an EAP part-time offering, is part of a larger project to establish relationships with universities in Japan and elsewhere.
- » The EAP Department has met its fundraising goal of \$20,000 to establish a new student award to be called "The Rick Berwick Community Spirit Award" in honour of the late Rick Berwick, a valued former faculty member of the EAP Department.
- » On January 16, faculty and staff from the Early Childhood Care and Education Department (ECCE) and the Children's Centre participated in the Capilano University Chancellor's Circle, an annual event for major donors and supporters. The theme for the evening was "Transformation," and focused on the innovative pedagogy, research, and practice that positions our early years faculty and educators as leaders in the field.
- » Based on ongoing research projects being carried out at Capilano University, Dr. Sylvia Kind, ECCE Department, published a chapter titled "Wool Works, Cat's Cradle and the Art of Paying Attention," in *Ethics and Research with Young Children*, edited by Christopher Schulte (December 2019).
- » Dr. Bo Sun Kim, ECCE Department, published an article highlighting her current research "[Flight of Leaves: Creation of Worldly Space](#)" in the *Journal of Childhood Studies* (December 2019).
- » Julia Black, ECCE Coordinator, had two papers accepted at the Early Learning and Child Care Conference in Fort McMurray, hosted by the Fort McMurray Early Years Coalition. Her first paper was titled "Stressed children equals

stressful classrooms: Supporting calm in the classroom.” The second session was called “Taking times for years: Reducing stress in young children through supporting a problem-solving approach to conflict.” Both sessions were in response to stress or anxiety many children in Fort Murray experience as a result of the recent forest fires.

- » Faculty member Nancy van Groll had her paper accepted at the Interdisciplinary Colloquium on Climate Pedagogies in London, Ontario, January 30, 2020. She presented in “The troubled dialogue with pasts, presents, and futures” session.
- » As part of a current SSHRC-funded research project, Sara Sutherland, Manager of the Children’s Centre, and educators Dana Lee, Maira N Ramirez-lazo and Aja Papp, with Dr. Kathleen Kummen, ECCE department Chair, attended the Interdisciplinary Colloquium on Climate Pedagogies to share the research being conducted at Capilano University. Dr. Sylvia Kind was unable to attend but worked to help put together the documentation for an exhibit being held at the Colloquium. For information on the research being conducted at CapU, please click on the following link <http://www.foodwaste.climateactionchildhood.net/>

FACULTY OF GLOBAL & COMMUNITY STUDIES

- » Faculty Emma Russell and Heather MacLeod Williams (Human Kinetics) attended and presented at the annual American Kinesiology Association (AKA) Leadership Workshop in Tampa, Florida on January 23-25, 2020. Their presentation entitled “Using a well-being framework to promote physical activity on campus and provide work integrated learning opportunities” was in the same session with presenters from Lewis and Clark State College (Idaho) and The Pennsylvania State University. The audience of chairs, coordinators, deans, and directors from institutions across the continent were impressed with our senior executive signing commitment to the Okanagan Charter that support the community health actions and work at the university.
- » Faculty Chris Carnovale jumped on board the CityStudio pilot with his TOUR 227 Heritage, Cultural & Arts Planning class. The teams were tasked to bring the Shipyards area to life. Two TOUR 227 teams were selected to present at HUBBUB in December and earned 2nd and 3rd place out of seven teams. Most impactful is the City of North Vancouver representative who worked with the teams and informed them that their ideas will continue to be fleshed out and brought to life! <https://www.capilanou.ca/about-capu/get-to-know-us/news/2019/title-385411-en.php>



CapU students showcase their CityStudio projects at North Vancouver City Hall on December 5, 2019.



Top three CityStudio project teams with City of North Vancouver Mayor Linda Buchanan in council chambers.

- » Taryn Lomas earned a scholarship to attend an international conference in California. She was one of five selected from around North America to attend the Professional Convention Management Association (PCMA) Convening Leaders in January <https://www.capilanou.ca/about-capu/get-to-know-us/news/2019/title-370025-en.php>.

- » Heather MacLeod Williams and Emma Russell in partnership with Jennifer Fane (ECCE) are undertaking a research project “Supporting Children’s and Teacher’s Physical Literacy Development through Interdisciplinary Partnerships” in collaboration with the North Vancouver School District.
- » The proposed new Bachelor of Human Kinetics had a positive site visit last month as part of the approval process.

FACULTY OF FINE & APPLIED ARTS

- » Juno award-winning Capilano Jazz alumna Bria Skonberg, (BMus, 2006) performed with the Vancouver Symphony Orchestra, Orpheum Theatre, January 17 & 18, 2020. This performance also featured arrangements from Capilano Jazz Studies instructor Bill Coon.



- » On November 23, SPA faculty members, Dennis Esson and Steve Kaldestaad adjudicated at the 1st inaugural North Van District Jazz Festival held at Carson Graham Secondary in North Vancouver. All six North Van high schools took part. CapU also had a student group that played and gave workshops at the festival. It was an excellent community outreach and collaboration.
- » Esteban Manuel’s film Red Power and Dustin McGladrey’s film Polar Tour screened on November 23 at The LA Skins Fest, a Native American film festival that takes place every year as part of the City of Los Angeles Celebration of Native American Heritage Month. Esteban is an alumni of the Indigenous Independent Digital Filmmaking Diploma and Dustin is a current student.
- » Congratulations to the Indigenous Independent Digital Filmmaking Diploma 2019 and the Bachelor of Motion Picture Arts 2019 grad, Jessie Anthony (with partner Mary Galloway) on winning the APTN/imagineNATIVE Web Series Pitch award at [imagineNATIVE](#) Film + Media Arts Festival for their series Querenica. They received a \$57,900 award in cash and services to develop their project.
- » Three of the six films chosen for this year’s Crazy 8s event were made by School of Motion Picture Arts alumni. Crazy 8s is a Vancouver based short film competition that provides funding and support for emerging filmmakers. It is now in its 21st year.
 - *Mr. James is Dead* - Daniel Irving (Writer/Director), Luisa Muniz (Producer), Josh Aries (Cinematographer)
 - *The Substitute* - Malibu Taetz (Writer/Director)
 - *Itsy Bitsy Spider* - Brodi-Jo Scalise (Director/Writer), Josh Farnworth (Producer)
- » Handel’s Messiah was performed to two full houses at the BlueShore Theatre on November 20 and December 1. Instructor, Lars Kaario led the 110-voice choir, with a professional orchestra led by instructor Nancy DiNovo, and inspiring soloists Rachel Buttress (soprano), Mark Donnelly (countertenor), Mark De Silva (tenor) and George Roberts (bass). This magnificent classic is still the most popular choral/orchestral work 260 years after the death of the composer.
- » Pearl Low (Commercial Animation Diploma, 2015) worked as a story artist on the short film Hair Love, which scored a 2020 Oscar nomination for Best Animated Short Film.

- » The Ovation Awards, celebrating Excellence in Musical Theatre were held on January 26, 2020 in Vancouver. Of the six performance categories, our Musical Theatre Diploma students and alumni took five of the awards:
 - Best Actress: Paige Fraser (MUTH 2014)
 - Best Actor: Colin Sheen (MUTH 2007)
 - Best Supporting Actress: Madeleine Suddaby (MUTH 2010)
 - Best Supporting Actor: Cole Smuland (current 3rd year student) (MUTH 2020)
 - Female Newcomer: Haley Allen (MUTH 2019)

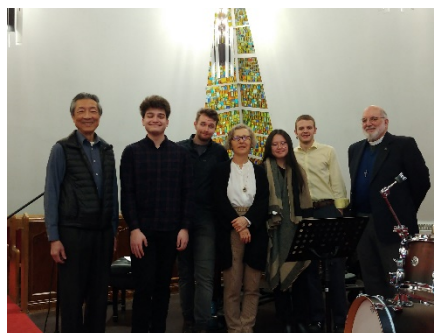
This year was CapU Musical Theatre program's most impressive recognition at these awards to date!

- » Students in IDEA School of Design program earned some amazing awards and scholarships these past months, including:
 - Two Jim Rimmer \$1,000 Scholarship recipients, Emma Sato (IDEA Grad 2022) and Sharleen Ramos (IDEA Grad 2021). The judges said there were over 40 entries from Vancouver schools, and only two winners.

- Sara Nguyen (IDEA Grad 2021) for winning the 2019 GDC Foundation Ray Hrynkow Scholarship for her "Cheers: Craft Sparkling Water" brand identity. Sara was also one of 48 students in BC to be awarded the Premier's International Scholarship for studies abroad. Nguyen will spend this term studying at Hochschule Darmstadt (Darmstadt University of Applied Science), 35 kilometers south of Frankfurt, in Germany.
<https://www.capilanou.ca/about-capu/get-to-know-us/news/title-418111-en.php>



- » The Costuming for Stage and Screen Diploma program is proud to have the following faculty and alumni included in nominations for the 2020 CAFTAD Awards (The Canadian Alliance of Film and Television Costume Arts and Design). Congratulations to CapU faculty Anthea Mallinson and program alumni Katie Blecker, Layne Beck, Emily McIntyre, Lanny Cambell, Carolyn Bently and Ellie Shultz on your nominations. <https://www.thecaftcadawards.com/>
- » Director of Bosa Centre Doreen Manuel's film [Unceded Chiefs](#) made its Canadian premiere at the Vancouver Women in Film Festival on March 7th.



CENTRE FOR TEACHING EXCELLENCE (CTE)

- » The Centre for Teaching Excellence welcomed Shawna Duncan, Cree Nation, to the role of Educational Developer, Indigenous Pedagogies in February. Shawna will be working with faculty to support decolonization and indigenization within curriculum, support for teaching and learning, and land-based learning.
- » This year, CTE had 482 total student nominations of faculty for the Teaching Excellence Awards. This is an increase of over 200 nominations from last year. We had 193 unique nominations representing 28.3% of all faculty at Capilano who were nominated as excellent instructors by students. The 2020 Teaching Excellence Awards recipients are:
 - Michael Begg, LL.M. Legal Studies
 - Leah Bailly, Ph.D English
 - Dara Greaves, Ph.D English
 - David Matijasevich, Ph.D Political Science
 - Tia Smith, MA Early Childhood Education
- » The Land and Place-based Dialogue series in March brings together speakers from around British Columbia to share the importance of experiential land-based learning and place-based education. Speakers include Bonnie Van Hatten (Morgan) Secwepemc from St'uxwtews First Nation, Dr. Lyn Baldwin (Thompson Rivers University) author of Place-Based Education: An Inter and Multidisciplinary Approach, Carman McKay, Musqueam/Stó:lō artist, Dr. Carrie Nolan, Coast Mountain College, and Dr. Rudy Reimer (SFU) Sk̓wx̓wú7mesh and host of Wild Archaeology.
- » One-on-one faculty consultations on curriculum development, teaching and learning strategies, and educational technology continues to be strong with increased awareness of the support offered by the Centre for Teaching Excellence. As of January, we have exceeded the total number of consultations in 2018-2019 with no increase in staffing.
- » As part of CTE's Open Education grant from BCcampus, we kicked off Open Education Week, March 2-6, 2020 with an Open Education Showcase March 4th featuring a faculty and student panel, a Creative Commons Licensing workshop, and an introduction to Pressbooks. Open Education Resources increase access and affordability for students. We have a number of new open textbook adoptions that will significantly reduce costs to students. Sara Lilley, a student in the IDEA School of Design, created a design for the Open Education stickers to be shared among faculty and students.



ACADEMIC INITIATIVES AND PLANNING OFFICE

- » On January 30-31, 2020, the Director attended Thompson Rivers University's Quality Assurance Process Audit (QAPA) as an observer in advance preparation for Capilano University's Quality Assurance Process Audit in 2021. The Quality Assurance Process Audit (QAPA) is an external review process to ensure that public post-secondary institutions periodically conduct rigorous, ongoing program and institutional quality assessment.

CREATIVE ACTIVITY, RESEARCH AND SCHOLARSHIP

- » Working with the Indigenous Digital Accelerator and the Faculty of Fine and Applied Arts, the CARS Office secured a contribution of \$750,000 from the federal funding agency, Mitacs. This contribution will support the hiring of 100+ CapU student Research Assistants into local small and medium size businesses. In support of this contribution, CARS is

hosting a Lunch and Learn event with Mitacs. The Lunch and Learn will provide faculty and small companies with information on how to leverage Mitacs funding.

- » Building on the success of the inaugural CapU internal research funding competition, Unified #1, the CARS Office has launched Unified #2. This funding call is focused on awarding faculty funding to hire student Research Assistants. After peer adjudication, the results of the Unified #2 competition will be announced in March 2020. The Director of CARS, Dr. Dawn Whitworth recently adjudicated a series of large internal research grants for the University of British Columbia.
- » CapU, together with a consortium of eight universities, was recently successful in a competitive bid for a Social Sciences and Humanities Research Council (SSHRC) Connection Grant for \$18,000. As co-applicants the CARS Office and Library will work collaboratively to deliver workshops focused on Research Data Management. We look forward to working with co-applicants: Vancouver Island University, University of Regina, Brandon University, Athabasca University, Trinity Western University, Kwantlen Polytechnic University, Mount Royal University and the University of Lethbridge.

FINANCE & ADMINISTRATION

In the last year of the fiscal year, consider focus begins on finalizing the financial outlook for the current fiscal (2019/20) and finalizing budget development for the next fiscal (2020/21 – 2022/23). In order to close the current fiscal, planning begins for year-end and the upcoming financial audit. With the approval of the budget for 2020/21, departments will be able to advance their plans for the launch of the new fiscal on April 1. The mandate letter from the provincial government was received late February and is presented to the Board of Governors for discussion at the March meeting. The expectations and accountabilities from the provincial government are consistent with previous years, and were anticipated in development of next year's budget.

The university has responded to the COVID-19 outbreak by opening an Emergency Operations Centre to focus on the response and continuity of activities for the university. We take the health and well-being, safety and security of our community, both in Canada and abroad, very seriously and are actively working to ensure our campuses are prepared and able to respond, if needed. Staff are actively monitoring current events and ensuring communications to our students, employees and community are updated as the situation evolves.

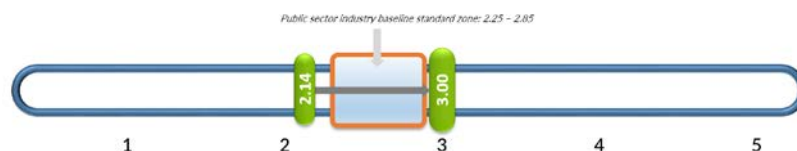
FACILITIES SERVICES AND CAMPUS PLANNING

- » Health & Safety initiatives include continued water quality testing for buildings on the main campus, safety training in supervisory responsibilities, confined space and areal platforms, as well as violence assessment training for the Duty of Care team.
- » Emergency Management activities have included facilitating the second annual Emergency Operations Centre exercise for Senior Leadership Council and Executive members; Reception Centre training for Floor Wardens; and updating emergency plans and procedures.
- » A Security Upgrade to CCTV is underway on the Main Campus to unify older CCTV systems with newer capabilities. CCTV enhancements to Residences will address safety and security concerns.
- » Facilities will partner with STEM to deliver a monitoring program for bears on or near campus this summer, creating part-time student employment, a research partnership with UBC, and a safer campus.

- » In sustainability, the west side of the Centre for Sport and Wellness is currently being “electrified” to eliminate 450 tons of greenhouse gases and prevent climate change from over-heating the building beyond WCB guidelines. Sustainability Week (Feb 3-7) focused on the climate crisis. Events run by the CapU Works program were also supported by six faculty presentations and CSU engagement activities.
- » A major construction project is underway in the Library Building for Phase 2 of the Centre for Student Success. Construction completion is anticipated in the summer 2020. This project is significant in bringing together all student-facing support services into one convenient location where students can easily access resources they need to succeed at CapU. It will be a hub where students can collaborate, study and prepare for their futures.
- » A number of minor facilities projects are nearing completion including washroom renovations in Birch and Library, installation of gates to interior forest paths to close off the area if required, removal of exterior non-bear bins on to meet Conservation Officer Service requirement.

INFORMATION TECHNOLOGY SERVICES

- » Digital transformation: Defined as the process of using data and technology to drive change, digital transformation is not only a technological shift, but an organizational change at the intersection of technology, business and people. CapU is embarking on a multi-year digital transformation to enhance the student and employee experience; we are continuing the discussion and planning stages in collaboration with integrated planning and Envisioning 2030. In preparation, a refreshed IT governance structure has been drafted, and will be circulated for feedback early in 2020.
- » Cybersecurity strategy: Adopted in June 2019, our two year cybersecurity strategy is informed by the [Center for Internet Security's Critical Security Controls](#), and the Province of B.C.'s [defensible security framework](#). Based on an independent cybersecurity maturity assessment, our current scoring puts us just outside the public sector industry baseline, as shown in the figure below, and our goal is to achieve a maturity rating of 3.00 by June 2021. We continue to implement the actions identified in the strategy, and are in the process of re-allocating existing funds to hire a Cybersecurity Analyst. Further, an existing management position is being re-designed to include oversight of our cybersecurity operations and strategy; this resourcing is expected to happen in February.



- » Operational upgrades and improvements: A number of applications have been upgraded and/or patched, including TerminalFour (web content management system). The student information system (Banner 9) upgrade continues to be in progress, and Banner 8 administrative pages will be turned off in February 2020.
- » Online and digital experience: Implementation of the customer relationship management (CRM) platform (Target X) is ramping up in 2020. Initially purchased to satisfy digital process requirements in Accessibility Services and Counselling Services, this student lifecycle CRM will provide a much-needed tool in areas of Student Services, Registrar's Office (including recruitment) and Student Success. A product workshop held in January 2020 will inform the priorities for implementation.

STUDENT HOUSING SERVICES

SPRING 2020 OCCUPANCY

- » Our occupancy for the Spring 2020 term currently sits at 88% (259 students). Though turnover from the Fall 2019 to the Spring 2020 term saw a 46% decrease from 2018-19 (from 84 students to 45), a much higher than expected number of cancellations from students on our waitlist created delays in our application process leading to Spring term vacancies. With this being the first year that we have managed such a significant waitlist, we anticipate being able to account for this in future years to offset the impact on occupancy.
- » The Spring 2020 application will remain open until March 15, 2020 in hopes of filling remaining vacancies. Additional rooms have also been converted to single rooms in order to accommodate student requests and meet revenue targets.

SUMMER 2020 APPLICATIONS

- » Our Summer 2020 application process opened on February 1, 2020 in order to accommodate students requiring housing through the summer months. Some notable changes have been made to the summer housing options for students this year based on student feedback and identified needs. Students will now have four options to choose from for summer housing (as opposed to the single term option that exists for the academic year): May only, which is a new option designed to meet the needs of students who wish to extend for an extra month at the end of the academic year; Summer Session I (May and June); Summer Session II (July and August); and Summer Full Term.
- » The Summer term continues to be open to students who are not enrolled in courses during the summer, but were enrolled full time during the Spring 2020 term, with first priority going to students who plan to continue living in residence in the fall.

STRATEGIC PLANNING, ASSESSMENT AND INSTITUTIONAL EFFECTIVENESS

INTEGRATED PLANNING

- » Carrying the momentum from the two-day Integrated Planning retreat in October, the Integrated Planning team worked diligently over the past two months to finalize the operational plan for the upcoming fiscal year. As indicated at the beginning of the integrated planning process, the next fiscal year's operational plan will have a strong emphasis on increasing domestic enrolment and creating exceptional experiences with significant investments made in program development and renewal, programming at CapU Lonsdale, Strategic Enrolment Management (SEM), master campus planning, student housing, and information technology. Concurrently, the University will continue to honour its commitment to Truth & Reconciliation and the Okanagan Charter by embedding indigenization, decolonization, and well-being into the University culture.

ENVISIONING 2030

- » The Envisioning 2030 Planning Team spent dedicated time with the Senior Leadership Council to receive questions and comments around the most up to date 2030 Draft. This input, along with additional comments from the Executive, was compiled, analyzed and considered to develop a refined version that has been reviewed and edited by the Communications and Marketing Department.
- » The refined 2030 Draft has been circulated among Senate members and sent to the Envisioning 2030 Task Force for a last review. We are expecting feedback soon in order to enrich the draft and prepare it to be sent for professional proofreading and graphic design work. Once the final draft is ready, it will be presented to the Executive for review

and thereafter to the Board of Governors for approval. In the meantime, ongoing Envisioning 2030 consultation with our First Nations communities is also taking place.

SEM (STRATEGIC ENROLMENT MANAGEMENT)

- » AACRAO (American Association of Collegiate Registrars and Admissions Officers) were on site Feb. 5 & 6 to work with our teams. They are an industry leading organization for SEM planning and have recently worked with UVIC to create their SEM Plan. After this onsite visit, they are going to be providing feedback/recommendations on our current SEM/Enrolment related initiatives, and will be working with the respective teams to map out goals, strategies and tactics (using [UVIC SEM Plan](#) as an example of a good output).
- » We have preliminary FTE targets for FY 2020/2021 with conservative growth; currently with Laureen Styles and the Deans to deliberate the Faculty distribution commitments.
- » SEM Initiatives List – from our Integrated Plan and other initiatives raised at previous SEM Committee meetings; we have close to 100 enrolment related initiatives.

CONTINUING STUDIES & EXECUTIVE EDUCATION

- » Successfully moved to the beautiful new Lonsdale location in December 2019. First courses offered starting January 2020.
- » Hired new Programs Assistant (January 2020), Marketing Assistant (February 2020), and Program Developer (February 2020.)

DIVISION OF STUDENT SUCCESS

- » Cyndi Banks has left Capilano University after three years of service. As Capilano University's first associate vice president of student success, Cyndi grew a small service area into the dynamic and resourceful department we have today. Recruitment for a new AVP is underway. In the meantime, Toran Savjord, VP Strategic Planning, Assessment and Institutional Effectiveness will provide interim leadership support to the department.

ATHLETICS & RECREATION

- » In the first year of offering international student athlete scholarships, the Blues athletics program has recruited 10 international student athletes to the varsity program.
- » Men's Volleyball won the PACWEST provincial championships winning the gold medal. The tournament was hosted by Douglas College. An international student athlete, Raphael Hilario from Brazil, won the tournament MVP. CapU Blues team captain, Simon Friezen won the national CCAA All-Canadian Award. National championships were held March 11-15 in Fredericton, New Brunswick.
- » Capilano University hosted the 2020 PACWEST Provincial Basketball Championships for men and women on Feb. 27-29, 2020.



- » Campus Recreation is offering 8 new programs: Climbing Club, Zumba, Weight Room Orientation, Intramural Soccer, Spin, Drop in Basketball, Drop in Racquet Sports, and CapU Cricket.
- » Residence programming: There have been 748 student participants in Athletics and Rec. programming to date and they assisted in well-being events such as Well Being Week and the Bell Let's Talk mental health campaign. There has been strong interest by students.
- » Academic Success, Fall term for all student athletes was 2.88.
- » There have been 97 articles promoting Capilano University and Blues Athletics - provincially and nationally published website stories, and press releases.
- » January PD Activities:
 - Manager of A&R attended the Athletics Business Conference in Orlando, Florida
 - Active Health Programmer attended the National Intramural and Recreation Association conference at UBC.
 - Work safe training for facility staff.
- » Manager did a site visit at Ryerson University in Toronto while at CCAA Board meetings and examined their wellbeing and recreation program offerings and their marketing communications.
- » Continued Lillooet field improvement in collaboration with the District of North Vancouver – new bleachers, covered team benches and new goals are being installed.
- » Blues athletics hired 7 new individuals. Currently the Manager is mentoring a new Center for Sport & Wellness Facility Supervisor, the new Active Health Programmer, a new Sports Information Officer, a new women's volleyball coach, a new men's soccer coach and 2 new weekend attendants.
- » Athletics & Recreation (A&R) continues work on the development of the Strategic Wellbeing Framework with HR and Human Kinetics.
- » A&R, through its various programs and services, is a positive contributor to each of the key components of Capilano University's strategy. In particular, Athletics & Recreation actively strengthens the University's impact for the components of student recruitment and retention, academic experience, wellness and integrated extracurricular experience.

CAREER DEVELOPMENT CENTRE

- » On November 14, 2019, the CDC organized Creating Connections on behalf of the Faculty of Business and Professional Studies. We welcomed 204 students, 52 industry partners, 13 alumni and 30 CapU employees at the Pipe Shop for an evening of lively networking. We were grateful to our speakers: Paul Dangerfield, President; Lauren Styles, VP Academic & Provost; and Janet Burgess, VP Retail and BI Solutions at BlueShore Financial who all inspired the audience with their speeches.
- » In December and January, a total of 265 students have met with a career development advisor. In December, there were 506 students who participated in CDC's events.
- » The CDC received 328 job postings from our employer partners through Career Hub in December and January.
- » For the spring 2020 term, the CDC has expanded our workshop offerings from 10 to 12. The two new workshops we have included are helping students find their purpose and understanding Canadian workplace culture.
- » We are introducing a few new initiatives this spring 2020 term:
 - Career closet: to help students with accessing professional clothing for interviews or networking events.
 - Ignite Your Future: a seminar with three sessions related to goal setting, salary negotiations and personal branding. The afternoon is capped off with a three-course dining etiquette session.
 - Tourism Hiring Fair: the CDC and the School of Tourism Management is collaborating to organize a targeted hiring fair for students and employers in the Tourism field.
- » The CDC will be accompanying students on two company tours, belairdirect and Intact Insurance and Bench Accounting, to help students explore various career pathways and visit employers in their environment.
- » The CDC will be hosting its annual Jobs for U! Hiring Fair in March with a LinkedIn profile photo headshot session happening simultaneously. Other activities to help students with their career development this term include, career chat, a workshop to help prepare students for the hiring fairs and a full-day Job Search Skills Bootcamp. The CDC is also collaborating with the Centre for Teaching Excellence on an ePortfolio workshop in March.

OFFICE OF INSTITUTIONAL RESEARCH

- » The IR team represented CapU at the November 2019 meeting of the Pacific Northwest Association of Institutional Research & Planning held in Richmond. Then-manager Christine Chan delivered a talk on the uses of Student Outcomes Survey data.
- » The IR office is working with stakeholders in IT and RO to unpack the second phase of CapU's Tableau dashboard project. Working with the PLAID consulting group, CapU is extending the number of sites providing dashboard reports, making it easier for CapU decision-makers to access the data they want when they want it.
- » CapU is actively engaged in finding a new supervisor for Institutional Research following Christine Chan's departure in January.

STUDENT AFFAIRS

- » Following the launch of the Students in Distress Guide, an Early Alert Working Group of key stakeholders across campus has been formed to begin the development of a collaborative care model to better connect services and

departments across campus in order to respond effectively to students in distress. There has been a substantial increase in case management services required to support students in distress and requests for guidance to staff and faculty to navigate these matters.

- » Student Affairs has begun the process of policy revisions for the Sexual Violence and Misconduct and Student Conduct policies and procedures. Consultations with the broader campus community will begin more broadly from February to May.
- » Campus Events: Student Affairs collaborated with Human Resources, Athletics and Recreation, Counselling, Learning and Accessibility Services to bring to life Well-Being Week January 27-31. The Bell Let's Talk event had student leaders and department representatives come together to engage CapU community members on the topic of mental health, educate them on support services and resources, and to write and display messages of hope. Over 25 initiatives were implemented during the week and over 300 people attended the various events across campus. The first ever winter themed "Ice Cap" event was also held mid-January in collaboration with CSU and Athletics and Recreation. Over 100 students competed in the mechanical snowboard challenge, a Canadian Mountie served up frozen maple syrup on a stick and the CSU hosted live music in the evening.



REGISTRAR

- » In February 2020, the Registrar's Office engaged with Ellucian (the vendor of Banner) to move forward with an exciting student information system project. The goal of the project is to restructure how academic programs are coded in the Banner student information system, which will aid with the implementation of new academic advising and curriculum management software. Ellucian representatives were onsite to collaborate with the Registrar's Office and IT on this important initiative.
- » In January, Senate conferred credentials to students who were deemed to be qualified by our Graduation Team. This year, the number of credentials that were conferred in January increased by 20% compared to last year. Our Grad Team is already busy preparing for our Summer Graduation, which will see many more students complete their Capilano programs.

ACADEMIC ADVISING

- » Our advisors were very busy during the Spring 2020 late registration period. From January 6 - 17, we saw 345 students for individual advising sessions.
- » Our Academic Advising unit has recently piloted a remote advising model. We partnered with the Capilano Students' Union to offer academic advising in their two locations on campus. This was a great success and we will be offering



advising to students in the CSU every month and will be partnering with additional departments to bring academic advising to other locations on campus.

- » Another initiative that Academic Advising has recently launched is proactive advising. We have targeted a group of academically at-risk students and reached out to them, offering our services and pointing to supports that are available at the University. Our goal is to help these students get back on track academically and utilize our many student support services.

RECRUITMENT

- » As the recruitment department looks ahead at 2020, a number of initiatives are top of mind, some old and some new. The team recently welcomed 58 high school counsellors to the campus for our annual High School Counsellors Conference. Thank you to all those that participated. The next big event will be Explore CapU on March 11th, where we look forward to piloting a number of new ideas.
- » Currently, the team is focused on conversion activities for the Fall 2020 incoming class. Increased outreach, personalized communications, and a pilot event in Victoria are planned for the coming months. We are also working on improved communications to parents/supporters – a prevalent gap in our current recruitment communications. Additionally, a more evidence-based decision making model is being applied to our activities. Training of staff on relevant data in the Registrar's Office has led to an increased awareness of the importance of data to inform our decisions.

UNIVERSITY RELATIONS

University relations includes the departments and services of communications; development & alumni relations; government relations; marketing & digital experience; public affairs and university events. The goals of university relations are to: enhance the University's reputation; develop positive relationships and secure resources to support University priorities.

UNIVERSITY RELATIONS

- » An internal and external audit of government activity and relationship is underway with assistance from Global Public Affairs. The audit will determine who on campus has government relationships and will help us build a coordinated government strategy.
- » Discussion is underway with the Pender Harbour Ocean Discovery Station (PODS) for the long-term agreement that is part of the initiative of the \$2M donation for educational opportunities on the Sunshine Coast.
- » The Chancellor Search Committee opened a call for nominations from the community for the University's next chancellor. The committee, chaired by CUAA Vice-Chair Emily Walmsley, evaluated and scored all submissions and recommended three ranked candidates. From these, the committee chair and the president of Capilano University has initially presented a final recommendation to the Board of Governors. Final approval and timelines identified for the announcement of CapU's 4th chancellor are in place. Meanwhile, plans are underway to recognize and acknowledge Chancellor David Fung.
- » The new director, marketing and digital experience, Rafael Gi, joined the University Relations portfolio on January 2, 2020. The marketing and creative services employees of the former communications & marketing unit now report to

Rafael while Victoria Miles continues to oversee the University's communications unit. Audrey Wang, senior communication officer, internal, joined the communication's team in December 2019.

- » External website and publication updates for this period include: Maclean's magazine, MyBlueprint and CICAN (Colleges and Institutes Canada).

COMMUNICATIONS

- » Within the university relations portfolio, communications continues to contribute to the analysis of Capilano University's government relations.
- » In support of the University's goal to deepen its commitment to Truth & Reconciliation, University communications engaged in training to better understand the United Nations Declaration on the Rights of Indigenous Peoples and its significance to British Columbia. Successful media relations in this period also furthered progress through the coordinated announcement of Capilano University's first director of Indigenous education and affairs, Miranda Huron. Coverage of the announcement included *The Vancouver Sun*, *Academica's* Indigenous Top Ten and a variety of Indigenous media aggregators where reactions were highly positive and congratulatory to both the new director and the University.
- » Communications is actively monitoring, advising and supporting awareness of the COVID-19 epidemic and service continuity through this challenging global issue.

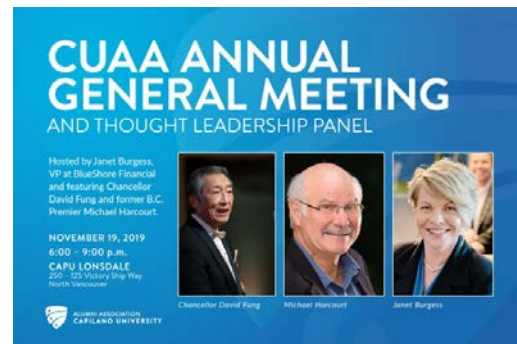
MARKETING & DIGITAL EXPERIENCE

- » The content marketing agency Quietly has delivered their report and recommendations to support the University's Search Engine Optimization (SEO) and email marketing outreach. Stage II will be consideration and implementation of priority strategies.
- » CapU's annual brand marketing campaign launched in January to support the University's goal of increasing domestic enrolment. This year's campaign expands our reach outside Lower Mainland, working in partnership with recruitment to identify new markets including Nanaimo, Victoria, Edmonton, Calgary and Ontario. It is a fully integrated plan with large scale out-of-home placements, digital media and website integration.
- » At the 2020 Council for Advancement and Support of Education (CASE) VIII conference in Seattle, Washington, representatives from University Relations received five Best of Case VIII Awards for exceptional projects and initiatives. The 2019 commemorative convocation program and the video "A Girl with Many Dreams" won bronze awards; the 2020-21 Viewbook achieved silver; and Capilano University's 50th anniversary was awarded gold in the category of advancement practices and initiatives—the first gold award from CASE VIII that the University has ever received.
- » CASE also hosts a global competition—the CASE Platinum Awards—recognizing the best-of-the-best programs and practices in educational advancement globally. Among this year's honorees for excellence in photography is Capilano University's visual media specialist, Taehoon Kim.



DEVELOPMENT AND ALUMNI RELATIONS

- » The CUAAGM hosted at the CapU Lonsdale site on November 19, 2019 welcomed four new board members: Brittany Barnes, Amina El Mantari, Pardis Daneshyar and Eddie Jang. Over fifty alumni joined the AGM and the inaugural thought leadership discussion hosted by Chancellor David Fung and former Premier of British Columbia, Michael Harcourt. The session was moderated by Blue Shore Financial's Janet Burgess.
- » Nominations for the Alumni Awards of Excellence closed on December 1, 2019. The selection committee scored nominations based on how well the alumni exemplified one of our five brand elements. The Awards will be hosted at the Wallace, above CapU Lonsdale, on March 12. The five recipients are: Luminous – Neelamjit Dhillon, Unified – Jenny Konkin, Enduring – Candace Campo, Confident – Martin McNish and Creative – Amie Nguyen.
- » The memorial endowment honouring the late Rick Berwick, faculty emeritus, achieved the endowment minimum and will be awarded beginning in fall of 2021. Fundraising continues to honor alumna, Barbara Cranmer. Additionally, the YP Heung Foundation established a \$75,000 annual award over five years with the first award being provided in fall of 2020.
- » A \$2M donation supporting Capilano University's work on the Sunshine Coast was received from an anonymous donor.
- » The development team worked with Paul and Catherine Dangerfield to amplify their support of the Catherine & Paul Dangerfield Women's Bursary by hosting a one-hour fundraiser that raised \$62,000 in support of women in education.
- » The development team has raised \$137,700 in sponsorship in the form of cash and in-kind support.
- » A successful Chancellor's Circle dinner was held at the Shipyards above the new CapU Lonsdale location. Over 78 people attended despite the weather issues. The focus of the evening highlighted our early childhood education centre and program. Chancellor Dr. Fung announced his commitment to students and donated \$25,000 during the evening.
- » As of March 1, 2020 the development & alumni relations team has achieved all four annual key performance indicators for contactable alumni; qualified prospects; sponsorship revenue and funds raised.



UNIVERSITY EVENTS



Seeing You as a tribute to Chancellor Fung, who was presented with a framed picture in the final ceremony.

- » The Convocation Student Speaker committee selected a student speaker for each of the February convocation ceremonies. The student speaker application process is proving to be a very successful tool in engaging student speakers who might not otherwise have had the chance to shine in this type of arena. The committee is comprised of three faculty, two students, one staff member and one administrator.



- » University Events provided numerous consultations and creative support this period for a wide variety of initiatives including the President's Festive and Recognition breakfasts; Explore and the High school Counsellors conference as well as logistic and event planning support to the We Believe Breakfast and the Chancellor's Circle.



- » CapU Lonsdale officially opened with two events, an open house for the campus community on November 15, 2019 and the grand opening on December 11, 2019. Both events hosted approximately 150 guests including the mayors of North Vancouver, West Vancouver and the District of North Vancouver attending.

- » Capilano University's very first Winter Convocation was held on Feb. 21st with ceremonies at 10 a.m. and 3 p.m. This was Chancellor Fung's final convocation ceremony. 380 graduates attended the convocation ceremonies. Our Jazz students performed *I'll Be*